

Working Together to Strengthen Skills IN ORGANIZATIONS

IDRC's Strategic Evaluation of Capacity Development, Phase 3

May 2007

A central pillar of the International Development Research Centre's (IDRC) mission is developing local capacity in developing countries to undertake research and innovate. With this in mind, IDRC is undertaking a strategic evaluation to gain a deeper understanding of how it operationalizes its capacity support and the results that are achieved. This work draws on [previous phases](#)¹ of the strategic evaluation, summarized in [Evaluation Highlight 10 -Capacity Building Strategic Evaluation](#)².

This present Highlight expands on [Evaluation Highlight 13](#)³ - Working Together to Strengthen Skill, which offers a framework to capture how IDRC's support contributes to capacity development. It presents a typology of a range of IDRC capacity development interventions at the level of the organization. [Evaluation Highlight 14](#)⁴ and [Evaluation Highlight 16](#)⁵ provide a typology for IDRC capacity development interventions at the level of the individual and the network, respectively.

Target Level: ORGANIZATION

INTERVENTIONS	OUTPUTS	OUTCOMES
PROGRAMS BRANCH		
<ul style="list-style-type: none"> • Small Grants Programs • Awards programs • Training courses • Conferences/Workshops • Networks/networking • Technical Assistance 	<ul style="list-style-type: none"> • People trained • Databases/data entry systems • Computer network systems • Creating inter-organizational links • Creating intra-organizational links • New organizations created 	<p>Affecting Policy/Practice</p> <ul style="list-style-type: none"> • Changing how universities teach research courses (multidisciplinary approaches) • Organizational program shift from natural science to social change/social science • Changing how organizations work together to share/exchange information, research results • Using training learned in own organizations <p>Expanding Capacities</p> <ul style="list-style-type: none"> • Strengthening management skills to manage/administer projects • Sharing & learning at an organizational level via new technologies, systems, networks

¹ http://www.idrc.ca/evaluation/ev-70623-201-1-DO_TOPIC.html

² http://www.idrc.ca/evaluation/ev-96679-201-1-DO_TOPIC.html

³ http://www.idrc.ca/evaluation/ev-112210-201-1-DO_TOPIC.html

⁴ http://www.idrc.ca/evaluation/ev-112212-201-1-DO_TOPIC.html

⁵ http://www.idrc.ca/evaluation/ev-112214-201-1-DO_TOPIC.html

INTERVENTIONS	OUTPUTS	OUTCOMES
EVALUATION UNIT		
<ul style="list-style-type: none"> • Training courses • Technical Assistance • Conferences/Workshops • Networks/networking 	<ul style="list-style-type: none"> • People trained • Databases/data entry systems • Creating inter-organizational links • Creating intra-organizational links 	<p>Affecting Policy/Practice</p> <ul style="list-style-type: none"> • Using organizational learning/reflection for organizational development • Changing how organizations work together to share, exchange information, research results • Using training learned in own organizations • Creation of a “virtual organization” to train people in evaluation methodologies <p>Generating New Knowledge</p> <ul style="list-style-type: none"> • Internal knowledge about organizational effectiveness for strategic planning, organizational development • Using new data systems to record and report on results at an organizational level or program level <p>Expanding Capacities</p> <ul style="list-style-type: none"> • Strengthening evaluation capacities to carry out methodologically sound evaluations in the South • Strengthening facilitation skills to carry out training, workshops, evaluations
PARTNERSHIPS AND BUSINESS DEVELOPMENT DIVISION (PBDD)		
<ul style="list-style-type: none"> • Training courses • Conference/Workshops 	<ul style="list-style-type: none"> • People trained • Creating inter-organizational links 	<p>Affecting Policy/Practice</p> <ul style="list-style-type: none"> • Applying new fundraising skills to secure new funds or other resources at the organizational level providing a source of institutional stability • Managing new partnerships or relationships with new donors, new research partners <p>Generating New Knowledge</p> <ul style="list-style-type: none"> • New knowledge about fundraising and resource expansion, including establishing new partnerships at regional levels <p>Expanding Capacities</p> <ul style="list-style-type: none"> • Strengthening resource expansion/resource mobilization skills

INTERVENTIONS	OUTPUTS	OUTCOMES
RESEARCH INFORMATION MANAGEMENT SERVICES (RIMS)		
<ul style="list-style-type: none"> • Video conferences • Web-based workshops 	<ul style="list-style-type: none"> • People trained • Creating inter-organizational links • Web-based learning tools 	<p>Affecting Policy/Practice</p> <ul style="list-style-type: none"> • Working with other organizations to share/access information and sources available via internet <p>Generating New Knowledge</p> <ul style="list-style-type: none"> • New ways of managing research information, knowledge management <p>Expanding Capacities</p> <ul style="list-style-type: none"> • Strengthening research information management and knowledge management skills
GRANTS ADMINISTRATION DIVISION (GAD)		
<ul style="list-style-type: none"> • Training • Workshops 	<ul style="list-style-type: none"> • People trained • Databases/data entry systems • Infrastructure 	<p>Affecting Policy/Practice</p> <ul style="list-style-type: none"> • Applying/using financial management training to research projects and programs throughout the organization • Applying data systems for reporting at an organizational level • New organizational policies for accounting, financial management • Organizations capable of securing funds from other donors based on demonstrated administrative strengths to manage funds <p>Expanding Capacities</p> <ul style="list-style-type: none"> • Strengthening financial management and administration skills for research management • Strengthening database/data entry skills for reporting